



# ANNUAL REPORT 2023



CITY BUS SERVICE



# Report from 2020 - 2023 City Bus Service Thimphu Thromde Bhutan







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# Foreword



Thimphu Thromde covers an area of over 26 sq km. The capital city is a residence to 115,000 people which constitutes about 40 percent of the urban population of the country. As of now, it is the fastest growing city in Bhutan, fueled by people moving to the capital in search of opportunities and better life.

Owing to the far-sighted visions of His Majesty the Fourth King the City Bus Service was started in 1999 with a mere 4 Eicher Buses, although with the low volume of traffic then, it was difficult to comprehend the current traffic situation. Had it not been for the foresightedness, the city would be in a very bad state with regard to transport. As always, we should remain ever indebted to their Majesties for their far-sighted visions.

The responsibility of City Bus service was transferred to Bhutan Post in April 2001 based on the directives from the Royal Government of Bhutan (conveyed through letter no. CCM/03/00/756, dated 7/12/2000). As per directives, the operates were to be based on the subsidy received from the Government (expenditure minus revenue-gap)

It was later transferred to Thimphu Thromde vide cabinet directive bearing number - C-3/45/2020/407 Dated: 9th January, 2020. The move to place the city bus service management under the Thrompon was an initiative to ease the accessibility to supporting infrastructure which remain under the Thromde jurisdiction.

As cities keep expanding, transport and mobility became a priority to reach a workplace, school or medical facility. The introduction of public transport opened up residents to livelihood and other social and economic opportunities. Moreover, public transport was the only means to cut down emission, reduce traffic, import of fuel and other vehicle fleet.

In 2021, the long overdue revision in the bus route was carried out to scale up to the demand of ever-growing city. A total of 14 bus routes were proposed, of which 4 supplementary routes connect Hongtsho, Debsi, Ngabiphu and Chamgang to Thimphu Thromde. An additional route for the core city route was planned to be serviced by electric buses in the future. A total of 168 stops of which 150 bus stops were identified along the internal routes and 18 outside. Additionally, 3 terminals were identified.

Today, the City Bus Service has seen significant growth but is yet to meet the required travel demands. The office under the leadership of the mayor shall continue to relentlessly work towards achieving the mission and vision set in the area of public transport in order to provide optimum service to the Thimphu residents.

**Ugyen Dorji**  
Thrompon





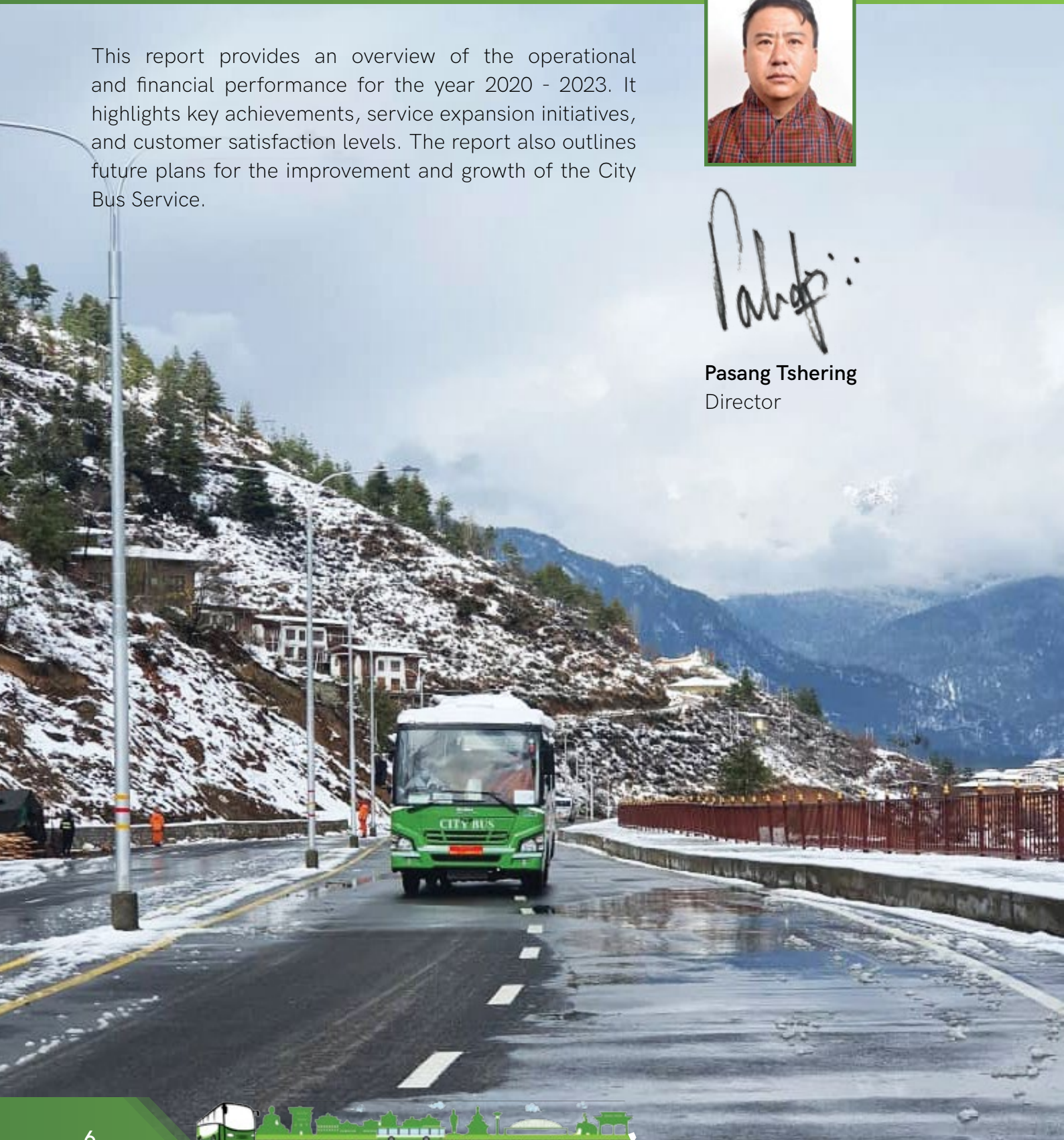
# Executive Summary

This report provides an overview of the operational and financial performance for the year 2020 - 2023. It highlights key achievements, service expansion initiatives, and customer satisfaction levels. The report also outlines future plans for the improvement and growth of the City Bus Service.



A handwritten signature in black ink, appearing to read 'Pasang Tshering'.

**Pasang Tshering**  
Director



# Introduction

Thimphu is the capital city of Bhutan. Over the years, growing opportunities attracted populations from across the nation to settle in the city due to which the focus of the Central Government to promote regionally balanced growth and economy still remained a challenge. As development continued to be driven by socio-economic change, the generation's shift from a farming community to modern education system was yet to find a balance as appropriate job opportunities were scarce and Government intervention-limited, directing job seekers to move to urban areas for employment opportunities.

As mentioned before, City Bus Service was initiated in 1999 under the wise farsighted vision of the great forth King of Bhutan. Back then, the Thromde boundary was limited to the core Norzin area and the 4 Eicher operated on few select routes.

As the city kept expanding, the attempt to cover the larger area with the limited number of busses became a challenge and efficiency of public transport became compromised. The cycle of unreliable transport and traffic congestion had become a perpetual problem. People bought more cars to reduce travel time but, on the flipside, more cars resulted in traffic congestion causing time delay in travel time. This inefficiency failed to attract riders beyond those who could not afford alternative transport, especially the majority working in the service sector residing

in the peripheral areas due to relatively cheaper rent. Pollution, high running cost, overcrowding in service shops and parking spaces were other challenges that the city faced. It became crucial for City Bus Service to provide a public transportation system with the aim to make it affordable, convenient, and reliable for all commuters in Thimphu.

As of 2021, of the total 115067 vehicles in the country, a record number of 61,636 is registered in solely in Thimphu, approximately 54 % of the total numbers. As livelihood takes precedence over the safety of the commuters, crowding inside public busses as well as traffic congestion due to increasing number of private car ownership had become a challenge.

Based on several discussions, studies and observations of the existing system, the CBS with support of Thimphu Thromde initiated the long overdue revision to revamp the transport system to meet the current requirements. The current plan played a vital role in reducing traffic congestion, minimizing carbon emissions, and enhancing the overall mobility experience for citizens.

As of today, there are 59 diesel buses and 1 Electric bus operating on 20 routes i.e. 15 day routes and later introduced 5 additional night routes which starts from 6 AM till 12:30 AM the next day.





# Vision

People-centric City Bus Service System (safe, reliable, affordable and comfortable City Bus Service)



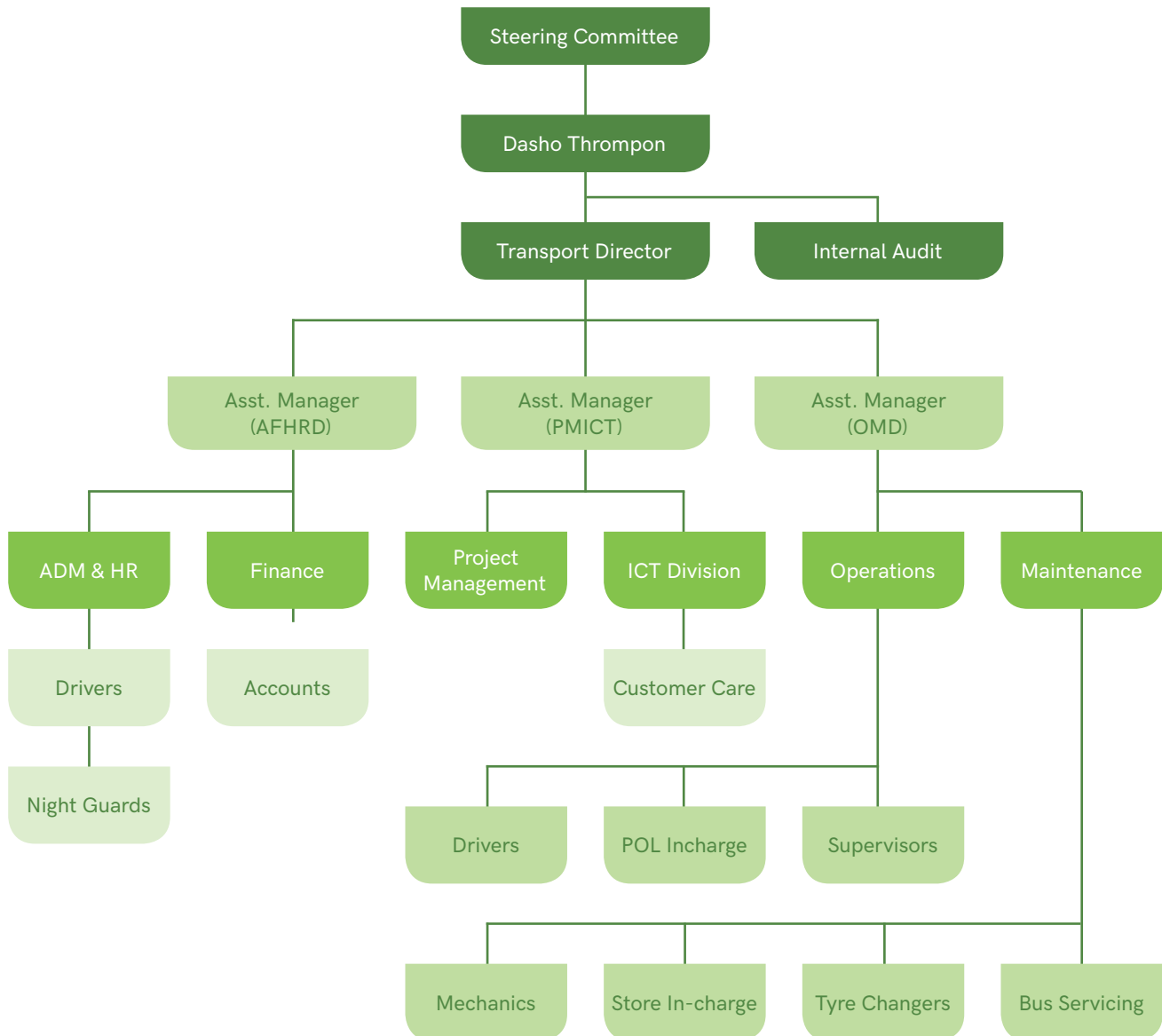
# Mission

- To provide an efficient, safe, reliable, comfortable and affordable city transport system for all needs including people with disability, elderly citizens, pregnant women and women with toddler
- To serve the society at large without any profit motive
- To plan, develop and manage City Bus service system that support quality environment and reduction of GHG emission



# Organogram

The figure below shows the organogram of the establishment:



## Staff:

A total of 97 staff are responsible for the smooth functioning of the public transport and works relentlessly to meet the aspirations of the commuters.

Sl. No.	Designation	Strength	Remarks
1.	Director	1	
2.	Manager	2	
3.	Operation and Maintenance	15	
3.	AFHRD	9	4 Smart Card
4.	ICT	3	
5.	Night Guard	2	
6.	Drivers	63	
	Total staff strength	97	1 - Sweeper

## Bus Fleet

The figure below shows the number of buses that the CBS operated till date of which some has been surrendered.

Type	Numbers	Year of Purchase	Remarks
Toyota Coaster	11	2008	2 in Pling
TATA	5	2012	2 in Pling, 3 surrendered in 2022
Golden Dragon	11	2012	6 surrendered in 2022
GAC	4	2012	Surrendered in 2022
Eicher	18	2017	
SML Isuzu	27	2021	
Skywell Electric Bus	1	2023	
Total fleet	60		





# Operation

City Bus Service operates on 15 routes as of now. On the Trunk Lane, there is a bus every 8 minutes during peak hours and every 16 minutes during lean hours. On the subsidiary

lanes, there is a bus every 30 minutes during peak hours and every 1 hour during lean hours.

## Day Routes:

Sl. No.	Day Route	Number of Buses
1.	Ngabiphu to Dechenchholing via Hospital	10 buses
2.	Ngabiphu to Dechenchholing via town	10 buses
3.	Dechenchholing to Ngabiphu via Hospital	5 buses
4.	Dechenchholing to Ngabiphu via town	5 buses
5.	Babesa via old highway	4 buses
6.	Serbithang	2 buses
7.	Debsi Phakha	1 bus
8.	Ngabiphu/RTC	2 buses
9.	Motithang via Thanguzam	2 buses
10.	Motithang via Memorial Chorten	1 bus
11.	Motithang via Kawajangsa	1 bus
12.	Motithang via Zilukha	1 bus
13.	Motithang via MoIC, Changangkha Parking, Tashi BOD, Jigme Namgyel School and return via Zilukha.	1 bus
14.	Kuenselpodrang	2 bus
15.	Hongtsho	1 bus

## Night Routes:

Sl. No.	Night Route	Number of Buses
1.	City Bus Terminal to Dechenchholing	2 buses
2.	City Bus Terminal to Babesa via old highway	2 buses
3.	City Bus Terminal to Babesa via Expressway	2 buses
4.	Motithang via langjophakha, Thanguzam, Changlam	1 bus
5.	Motithang via Thanguzam, Druk School, Changangkha, Motithang and return via Zilukha	1 bus



## Fare Structure

A new bus fare was introduced with approval from the Road Safety and Transport Authority. The base fare has been set at Nu.5 and an additional Nu. 1 shall apply for every stop a commuter travels. The fare

was kept minimum to keep public transport accessible to all sections of the population. Ticket system is also there but the fare is slightly higher to discourage the use of cash transaction on the buses.



# Key Achievements

The following section highlights a few key achievements made by the CBS over the last few years.

## Procurement of 27 buses

A proposal for enhancement of bus fleet for City Bus Service was submitted to the Hon'ble Secretary, Ministry of Information and Communications on 22<sup>nd</sup> October, 2018 vide letter no. BP/CBS/DIR/23-2040 followed by a series of meetings and presentations by Manager (OMD) from City Bus Service.

A budget of Nu. 95.46 million was approved by the Ministry of Finance on 12<sup>th</sup> July, 2019 vide letter number DNB/Eco&Comm/Corres/2018-2019/07. However, the budget lapsed and in a follow-up meeting with GNHC, the budget was re-allocated with an additional amount and increased to 100 million for procurement of buses. On 30<sup>th</sup> March, 2021, supply order for 27 SML Isuzu buses equipped with Smart Card System was placed with M/S. STCBL, Thimphu, vide supply order bearing number - TT/CBS-24(Procurement)2020-2021/2611.

The specifications of the buses were prepared with mindful considerations to topographic and road conditions in Thimphu. The 27 new SML Isuzu buses arrived on 29<sup>th</sup> August, 2021, an addition of one mobile maintenance van and 2 diagnostic tools were donated free of cost by STCBL on our request.





As mentioned before, the pre-existing public transport system was designed when the Thromde boundary was confined to the inner core area and therefore was designed mainly to cater to specific areas and target groups. The bus routes started from Changlam Square and proceeded to the respective destinations and come back to the terminal at Changlam. This limitation lowered the efficiency and failed to attract riders.

A core team consisting of members from City Bus Service and planners from Thimphu Thromde was formed to revamp the existing system. After careful study of the current system, it was decided that the transit model would be the most appropriate system to solve the recurrent issues. This model consisted of a well-designed network of routes, which could be used by commuters to make complex journeys by using a combination of routes efficiently.

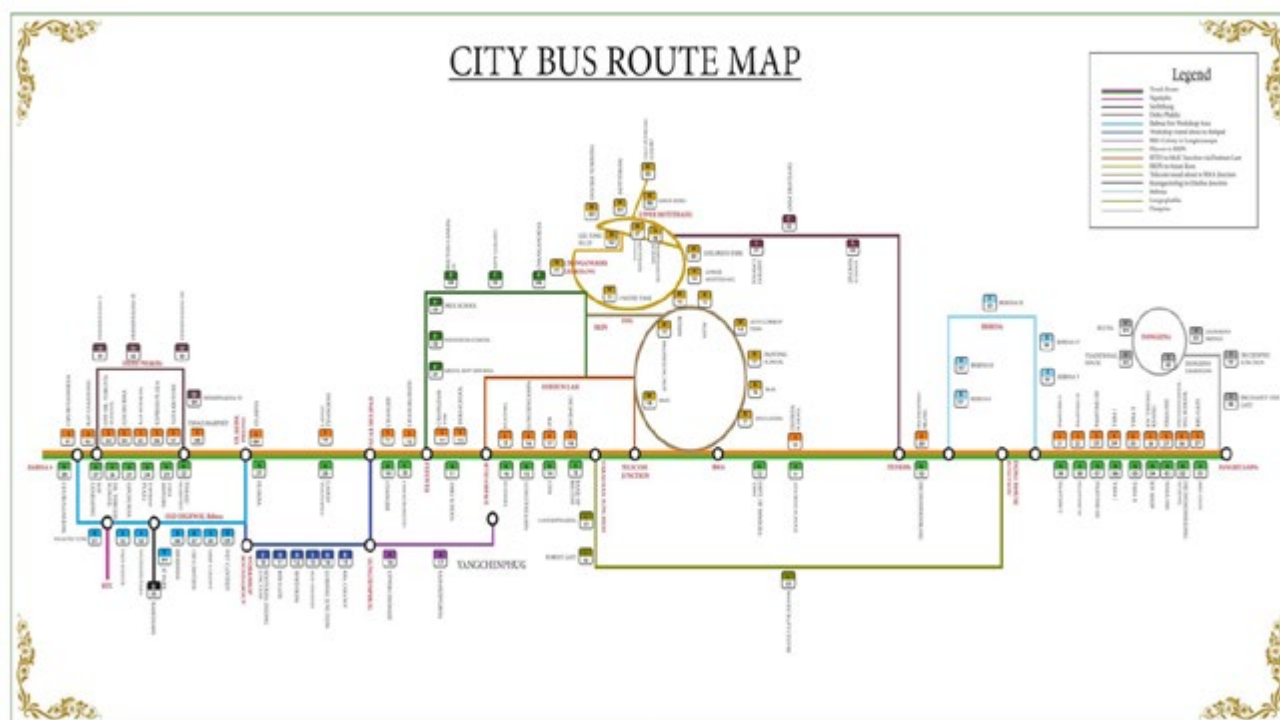
Ridership patterns were also taken into consideration, for instance, the during peak

morning hours incoming buses towards the core were packed due to institutions, government and private offices and majority of the schools being located inside the city and the outgoing buses were empty. The pattern was exactly the opposite in the evening peak. Sustainable and relevant

A major trunk lane was identified with connected subsidiary lanes to cover all the nooks and corners of the city. The frequencies were worked out based on the ridership patterns and locations with more frequencies during the peak and less during the lean hours to reduce operational cost.

The plan, with much consideration to sustainability, relevancy and resource optimization, the office with new found confidence and enthusiasm set forth to deploy the buses on route w.e.f. 17th November, 2021.

As per the ridership statistics study conducted 2017, that the City Bus Service catered to around 8000 commuters a day, the number has significantly risen to around



20,000 commuters a day and revenue has increased by double fold.

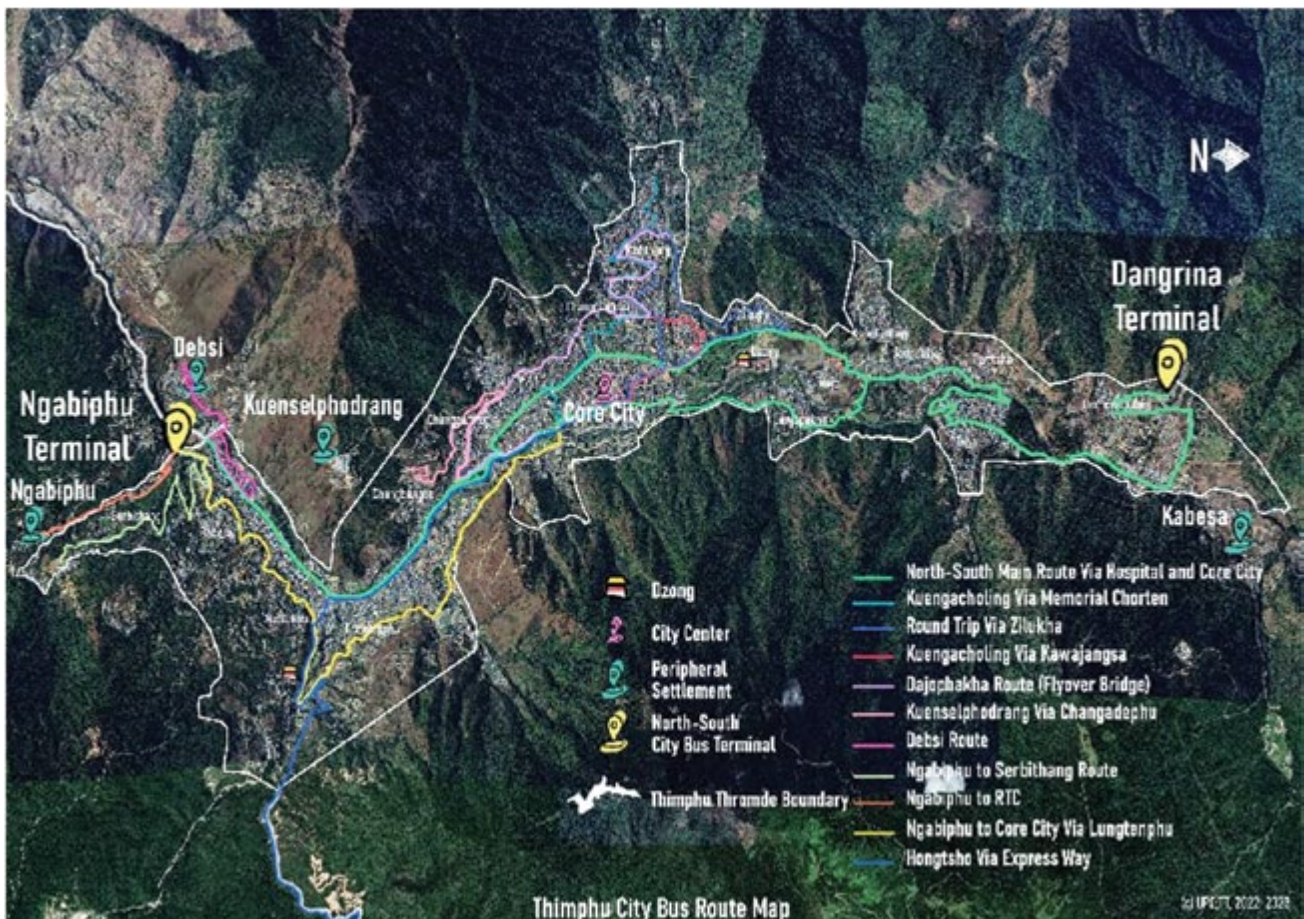
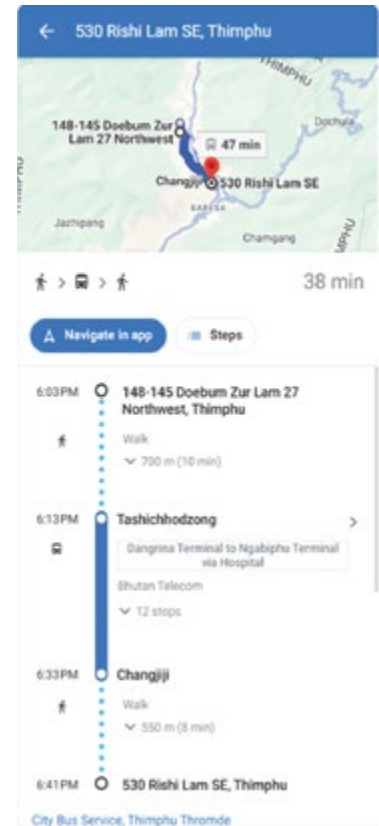
The new buses were formally inaugurated on 16th November, 2021 along with the new route system.

Advantages of the new route system:

- Full occupancy on all routes.
- Wider coverage of whole City.
- Improved frequency resulting to increase in reliability.
- Coverage of new satellite towns.
- Student bus system not needed.
- Passengers do not need to crowd at the terminal.
- Minimize use of small vehicles.
- Increase in revenue.

### City Bus Transit Data on Google Maps

Google Maps is one of the most popular platforms used globally by people for navigation. In partnership with the Google Transit Team, the transit data was uploaded into Google Maps. This enables commuters to plan their routes to get to their destinations.





## Smart Card System

One of the core mandates was to reduce misuse of cash from fare on the bus which could be achieved by making all transactions cashless. Digitalization has always been a priority and the introduction of the Smart Card System was the first step towards opening the door to digitalization.

The introduction not only ensured maintenance of a balance sheet on the revenue but also enabled the office to collect actual data for pattern studies. This was crucial for future sustenance, planning and further enhancement for effective and time relevant service.

The smart card system installation was done within 2 months and handed over on 19<sup>th</sup> November, 2021.

Fare concessions were also introduced whether it was from a climate perspective, accessibility (affordability) to public transport or to deal with traffic congestion. The overall benefit in increasing ridership in public transport is immeasurable even from a global perspective. Idealistically, free public transport would have made significant impact on the environment globally but sustainability at the local level is crucial to keep the establishment running. The CBS introduced four different types of concessions:

**Students – 30% discount,**



**Disabled – 20% discount**



**Senior Citizens – 10% discount**



**Regular Commuters.**





The first customers availing smart card



For increased accessibility to City Bus Service have appointed 13 agents at strategic locations in and around the city for smart card recharge on 4th April, 2022.

As of today, the City Bus Service has sold the cards as follows:

- Regular
- Concessional (Students)
- Senior Citizens
- Persons with Disabilities

Sl. No.	Details	Numbers sold
1	Concessional/ Students card	10836
2	Persons with disabilities	123
3	Senior Citizen	629
4	Regular Citizens	14948
	Total...	26536

Total number of smart cards sold from 14<sup>th</sup> November, 2021 till 18<sup>th</sup> September, 2023:



## Authorized Outlets for Smart Card Recharge (Updated)

SN.	Outlet Name	Location	Contact Number
1	Yesli Wangdi	Mobility Recharge	17626161
2	Kezang Namgay	Mobility Recharge	17531792
3	Tshering Zam	Mobility Recharge: Changlam City Bus Parking	77454788
4	Dema Shop	Pamtsho	17732123
5	Phebdhay Peljor Tshongkhang	Jungshina	17977938
6	YNR General Shop	Changzamtog Flyover Bridge (First Building)	17434744
7	Mr. Green-ALMC	Motithang (Above BOD Fuel Station)	77650597
8	Dargaythang Inn	RTC (Inside College Campus)	77805038
9	KW Super Market	Taba (Old Highway)	
10	Yangchen Dema Shop	Dechencholing (Dangrayna End Point)	17787099
11	Kuenphen Rabten Pharmacy	Olakha (Hotel White Tara Building)	17913225
12	Zeeden General Shop	Babesa (Twin Building, Yangkhor)	17782854
13	Sirman General Shop	Serbithang Junction (Below IT Park and Babesa PMS)	17610621





## Advantages of introducing the smart card system:

Implementing a smart card system on city buses offers several advantages for both passengers and transportation authorities. Here are some of the key benefits:

### Convenience for Passengers:

- 1. Contactless Payment:** Smart cards allow passengers to make contactless payments, making the boarding process quicker and more convenient. This eliminates the need for cash or physical tickets, reducing waiting times and improving overall efficiency.
- 2. Reloadable:** Smart cards are typically reloadable, allowing passengers to add funds or purchase passes in advance, reducing the need for frequent ticket purchases.
- 3. Multi-Use Cards:** Smart cards can often be used for various public transportation modes, such as buses, trams, subways, and even commuter trains, providing a seamless and integrated travel experience.
- 4. Reduced Fare Options:** Smart card systems can easily accommodate different fare structures, including discounts for students, seniors, or low-income individuals, making public transportation more affordable and accessible.

### Improved Revenue Collection:

- 1. Reduced Fraud:** Smart card systems are more secure than traditional paper tickets, reducing the risk of fraud and revenue leakage.
- 2. Data Analysis:** Transportation authorities can collect valuable data on passenger usage patterns, helping them optimize routes, schedules, and pricing strategies.

### Enhanced Operational Efficiency:

- 1. Faster Boarding:** Contactless smart

card payments speed up the boarding process, reducing dwell times at stops and improving the overall efficiency of the bus service.

- 2. Real-Time Tracking:** Smart card systems often include GPS and tracking features, allowing transportation authorities to monitor the location and status of buses in real-time, which can be valuable for scheduling and service adjustments.
- 3. Reduced Cash Handling:** With fewer passengers using cash, bus operators can reduce the time and resources required for cash handling and collection.

### Environmental Benefits:

- 1. Reduced Paper Waste:** Smart card systems reduce the need for paper tickets and receipts, contributing to environmental sustainability.
- 2. Encouraging Public Transportation:** By making public transportation more convenient and efficient, smart card systems can encourage more people to use buses, reducing the number of private vehicles on the road and lowering greenhouse gas emissions.

### Enhanced Security:

- 1. Lost Card Protection:** Smart cards can be protected with PINs or passwords, reducing the risk of fraudulent use if a card is lost or stolen.
- 2. Card Blocking:** In case of loss or theft, cards can be easily blocked and replaced, ensuring the security of the stored funds.
- 3. Integration with Other Services:** Smart card systems can often be integrated with other city services, such as parking, bike-sharing, or even retail discounts, providing added value to cardholders.

Overall, implementing a smart card system on city buses can lead to a more



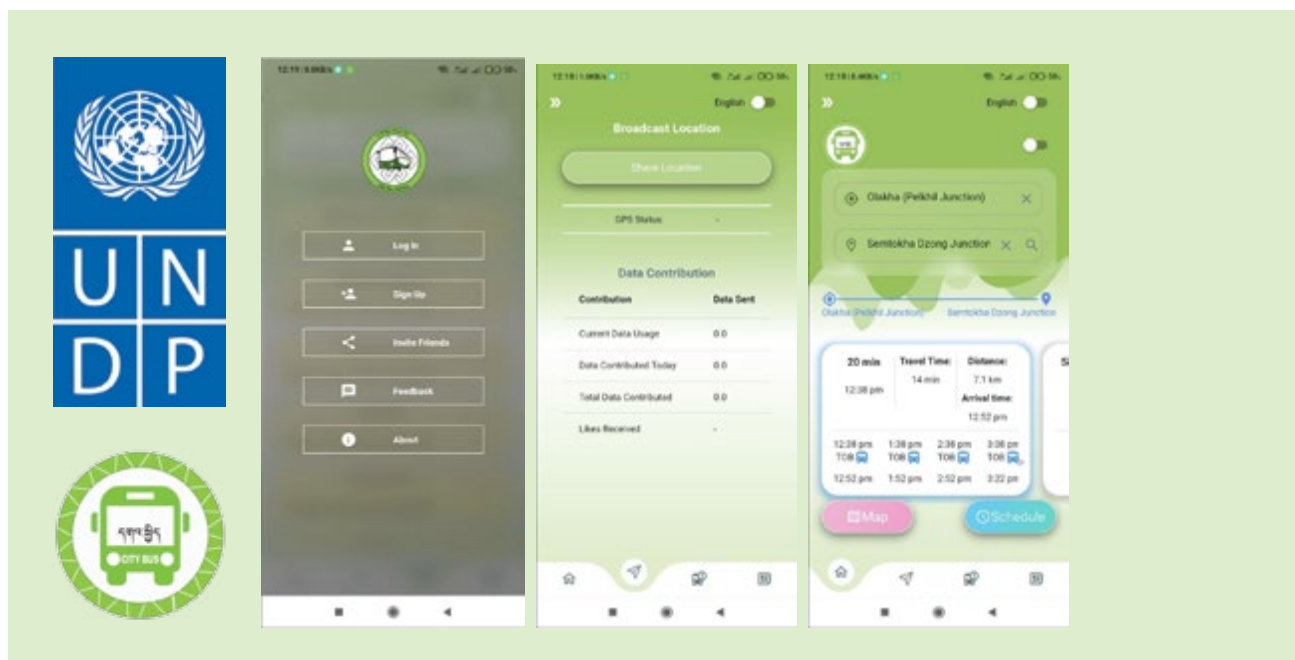


efficient, convenient, and sustainable public transportation system, benefiting both passengers and transportation authorities.

### Advocacy and GAKYID RIDE App

Advocacy was another step towards increasing the ridership. The advocacy of the Smart card system and new route system was produced on 4<sup>th</sup> Oct., 2021 and aired for a month on BBS with financial aid

from UNDP. Along with this, a mobile app. was also introduced by the name GAKYID RIDE APP. and the fund was supported by UNDP, Bhutan. With the introduction of this new APP., commuters could track the buses live and plan their trip accordingly. This new APP. was developed by our young local entrepreneurs.



## Driver Training at TTI, Samthang

The policy changes in the Road Safety and Transport Authority Rules and Regulations states that a minimum of three years' experience is mandatory for a driver to obtain professional driving license. This limited the eligibility of the young educated drivers to obtain professional driving license. Road Safety and Transport Authority was consulted on the issue of non-availability of educated drivers fulfilling the required criteria in the market and requested for changes in the policy to permit recruitment of drivers subject to professional trainings from recognized institute.

Following the change, in collaboration with Ministry of Labour and Human Resources a meeting was held TTI, Samthang 6<sup>th</sup> October, 2021 to conduct training for the

drivers. Upon successful completion of the training, 8 educated drivers were recruited along with 2 mechanics trained at institute from July 2022.

On 1st April, 2022, an additional 7 female staff were sent to the institute for driver



The 7 female drivers and 1 male driver during their training at TTI, Samthang





**The first 7 female bus drivers of Bhutan.**



training. These seven lady drivers caught national attention for being the first female bus drivers in Bhutan. They were trained to drive heavy vehicle for 6 months followed by trainings on Driglam Namzha, communication skills, eating etiquettes, etc. to enable them

to drive City Bus city confidently. Initially upon passing out from TTI, Samthang, they were attached with the senior drivers for adequate time to familiarize, ensure fitness for driving and safety. They started driving on route independently from 7<sup>th</sup> May, 2023.

**The first batch of drivers 8 drivers and 2 mechanics trained at TTI, Samthang receiving khadar from Dasho Thrompon upon joining the City Bus Service.**





The First batch of educated drivers trained at TTI Samthang issued certificate to drive city buses.



The female bus drivers were also featured in the national media as the country's first female bus drivers.



## FEATURE

Wednesday, June 14, 2023 | LUXEMBOURG | Page 1



The arrival at her first stop, Maitzhang High School, around 7:30 a.m., is a busy scene. There are students, teachers, and parents. A few students are already on the bus, and the driver, Lobzang Dema, is waiting for more passengers. She is a 35-year-old woman with short black hair, wearing a red jacket. She is looking out the window at the students. The bus is a small, green and white vehicle with a single door. It is parked on a dirt road. In the background, there are trees and a few buildings.

Returning to the terminal, she regularly parks the bus and waits a short time, waiting a moment of silence. Within minutes, her waiting begins, with a small number of passengers on board. As she drives, Lobzang keeps a tight grip, scanning left and right to spot any potential passengers waiting for the bus.

She never loses sight of her passengers' safety while driving, routinely checking on them through the rearview mirror and making to read safety regulations.

Lobzang returns to the terminal at 7:30 a.m. and takes a short break to rest. She then starts her daily work, a routine that she has followed for many years. She is a dedicated and hardworking woman, and her dedication to her job is evident in every aspect of her work.

"When I first started driving, people were sceptical," she says. "They would say, 'What's a woman doing driving a bus?'" Lobzang's response is simple: "I want to give them a chance to see that a woman can drive a bus." People have since changed their minds, and Lobzang is now a respected and trusted driver.

She looks at her watch under a steady sky with a mild breeze and smiles that time has passed. Lobzang enters the bus and waits in a moment of silence. She is a woman of few words, but her actions speak for themselves. She is a dedicated and hardworking woman, and her dedication to her job is evident in every aspect of her work.

Being a mother of two kids, Lobzang's life is a balancing act. She has to juggle her work, her family, and her personal life. She is a dedicated and hardworking woman, and her dedication to her job is evident in every aspect of her work.

It is 8:00 a.m. Lobzang is sitting in the driver's seat of her bus, waiting for passengers. She is a dedicated and hardworking woman, and her dedication to her job is evident in every aspect of her work.

Lobzang and friends went through eight months of rigorous training.

## BREAKING BARRIERS

Lobzang Dema's journey as female bus driver

What it takes

Lobzang Dema, 35, arrives at the bus stop in the morning. She is a woman of few words, but her actions speak for themselves. She is a dedicated and hardworking woman, and her dedication to her job is evident in every aspect of her work.

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## GPS coordinated bus stops with local names

The City Bus Service with assistance from Urban Planning Division, Thimphu Thromde provided GPS locations to the service provider. Meetings with the locally elected representatives from all geogs was organized to revive the old names of the places where the bus stops are located. As majority of the population were not native to Thimphu, the old names were known only to them and most locations did not have any names. It was decided that with support from the Tshogpas, old names could be revived instead of reinventing the wheel, moreover, most existing bus stop names were based on institutes and temporal in nature since the locations of these institutes were not fixed. The names were finalized and the translations were done by DDC.

The design of the stop sign was finalized on 30<sup>th</sup> November, 2021, and installation was started from 2<sup>nd</sup> August, 2022.

## Bus terminals

Of the 3 terminals identified in the plan, 2 terminals were finalized. One in the North at Dangrina and one at South at the Ngabiphu Junction, the one at the CBS office for dispatching buses in the centre was already builtup. The space for both the terminals were discussed at Thimphu Thromde Tshogde and the space was allocated based on the approval from the members of the Thimphu Thromde Tshogde. The site development for north terminal is complete. The coverage of the South Terminal has been increased by filling the land near the Ngabi rongchu during site development. The construction of the boundary wall and fencing was done as deposit work by Thimphu Thromde.

The old names of the locality being revived along with GPS coordinated bus stops.



Advantage of having terminals at both ends of the city:

1. Decongestion – The number of buses that are parked at the Central Terminal will be less.
2. Tenancy – The new constructed buildings at both ends of the city will have adequate demand. This shall help the new owners with the payment of bank instalment against the loan obtained.
3. Less rent – The staff located at both the ends of the city shall be able to enjoy low rent.
4. Expenditure cut down – The buses do not have to come back to the central terminal after finishing their duty and do not have to start from the central terminal, thereby cutting down cost on fuel and maintenance.









## Extension of service from 7 AM - 6:30 PM TO 7 AM-12:30 AM

As one of the initiatives to improve the City Bus Service, extension of service hours from 6:30 PM to 10:30 PM was done on 4<sup>th</sup> April, 2022. The night service hours were further extended till 11:30PM on 19<sup>th</sup> October, 2022

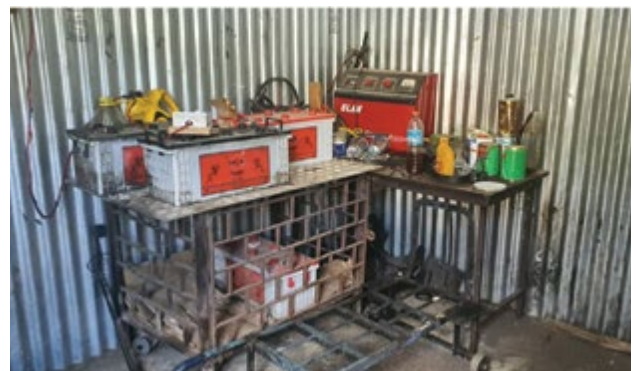
and still further till 12:30PM on 26<sup>th</sup> October, 2022. The extension was carried out based on the concerns from the highest authority for safety of the citizens working late hours.





## Extension of Bus Servicing and Tyre Repair Section

In the past, the buses needed to visit the Olakha Workshop repair of tyres, the limited number of workshops which needed to cater to the whole city were congested, time consuming and additional cost for travel distance which ultimately translates to resource wasted. As a cost saving intervention, the office procured a machine for repairing heavy vehicle tyres and also setup a water servicing station equipped with a high-pressure bus washing machine in the month of July, 2022. Additionally, a multi battery charger was procured to save time and cut the cost of visiting Olakha Workshop.





## Advertisement

Advertisement was one of the main strategies to earn revenue and cut down our reliance on the government, on the other hand it also involved costs like hiring of designer, photographer, printing and marketing. Therefore, to keep the cost at the bare minimum, City Bus Service tied up with Samuh, a company with the OTT platform with due consideration given to their in-house capacity, coverage and popularity. The agreement was drawn on 4<sup>th</sup> June, 2022 on a revenue sharing basis, whereby all works pertaining to advertisement should be done by Samuh on a revenue sharing basis in the specific area. As an incentive, Samuh should maintain all the social media pages of City Bus Service.





# Green e-mobility

The initiative to convert into green mobility was a dream that came true with the introduction of the first electric bus with two numbers fast chargers, one number 30 KW charger through United Nations Industrial Development Organization (UNIDO) under the Project Titled - Promoting Green Electric Mobility (E-Mobility) Solutions for Urban Transport in Bhutan and the Wider Hindu Kush-Himalayan Region'. The contract was signed on 9<sup>th</sup> July, 2022. The bus arrived on 20<sup>th</sup> May, 2023. The electric bus project is supported by the UNIDO, with funding from the Austrian Development Agency (ADA). The inauguration was done on 19<sup>th</sup> July, 2023 and dispatched on the trunk route on 28<sup>th</sup> July, 2023. The people of Thimphu had the good fortune of receiving 3 transformers installed free of cost by Bhutan Power Corporation to support the three charging stations, it was received with much gratitude by the CBS management.

With funding from



**Austrian  
Development  
Cooperation**



**UNITED NATIONS  
INDUSTRIAL DEVELOPMENT ORGANIZATION**









## Signing of the contract agreement for the supply of the first electric bus.



## MBOB Transaction introduced on buses

To further promote the accessibility to avail the service, MBOB transactions were introduced on buses with effect from 1<sup>st</sup> June, 2023. This has also contributed towards the increase in ridership now.





## SPECIAL SERVICES

Apart from the regular service, the CBS was presented with ample opportunities to step forth and serve on various occasions. National celebrations, a festivals, a religious event like the Kanjur Jalung, Peling Tshechu, Dochula Tshechu, etc. was never complete without the bus service. Social events like clean-up campaigns or for deployment of Desuups, the CBS had been stepping up to occasions with zest and excitement.

The four lockdowns during the pandemic was the most significant as our service was instrumental in transporting positive cases, hospital staff, patients, stranded citizens, Desuups, traffic police, etc.

Considering the economy of the country during such times, there was bare minimum expenses since we all lived in the office, cooked our own food and bought our own rations during the 1<sup>st</sup> lockdown. During the 2<sup>nd</sup>, 3<sup>rd</sup> and 4<sup>th</sup> lockdown, we lived and worked from office to cut down on accommodation cost but meals were served by the office



canteen and the cost was borne by the PMO. Our drivers on duty during the pandemic even donated blood during the lockdown to help the patients in need of blood.



**Pictures of Free Bus Service on National Day Celebrations:**

















# Plans and Upcoming Initiatives

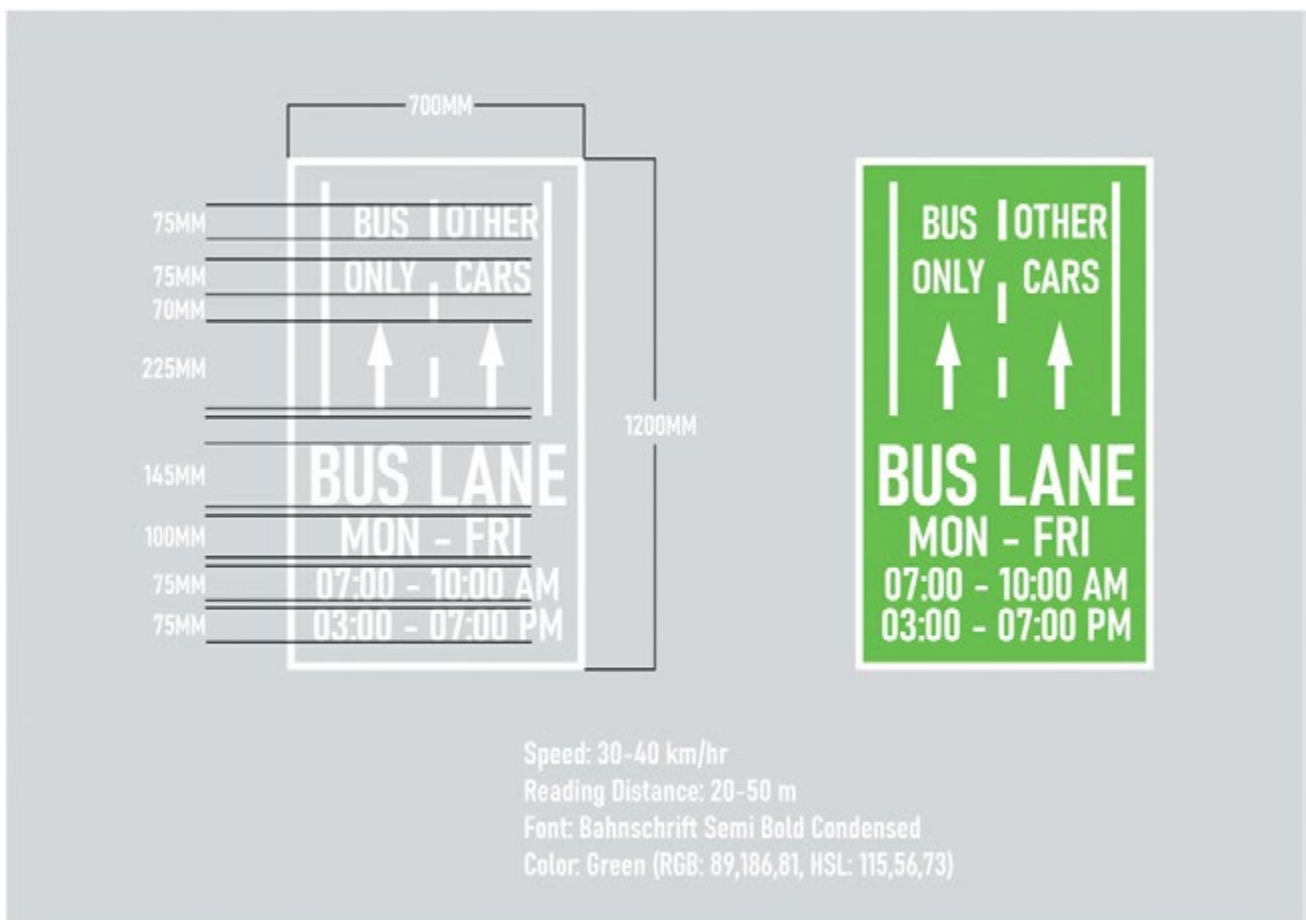
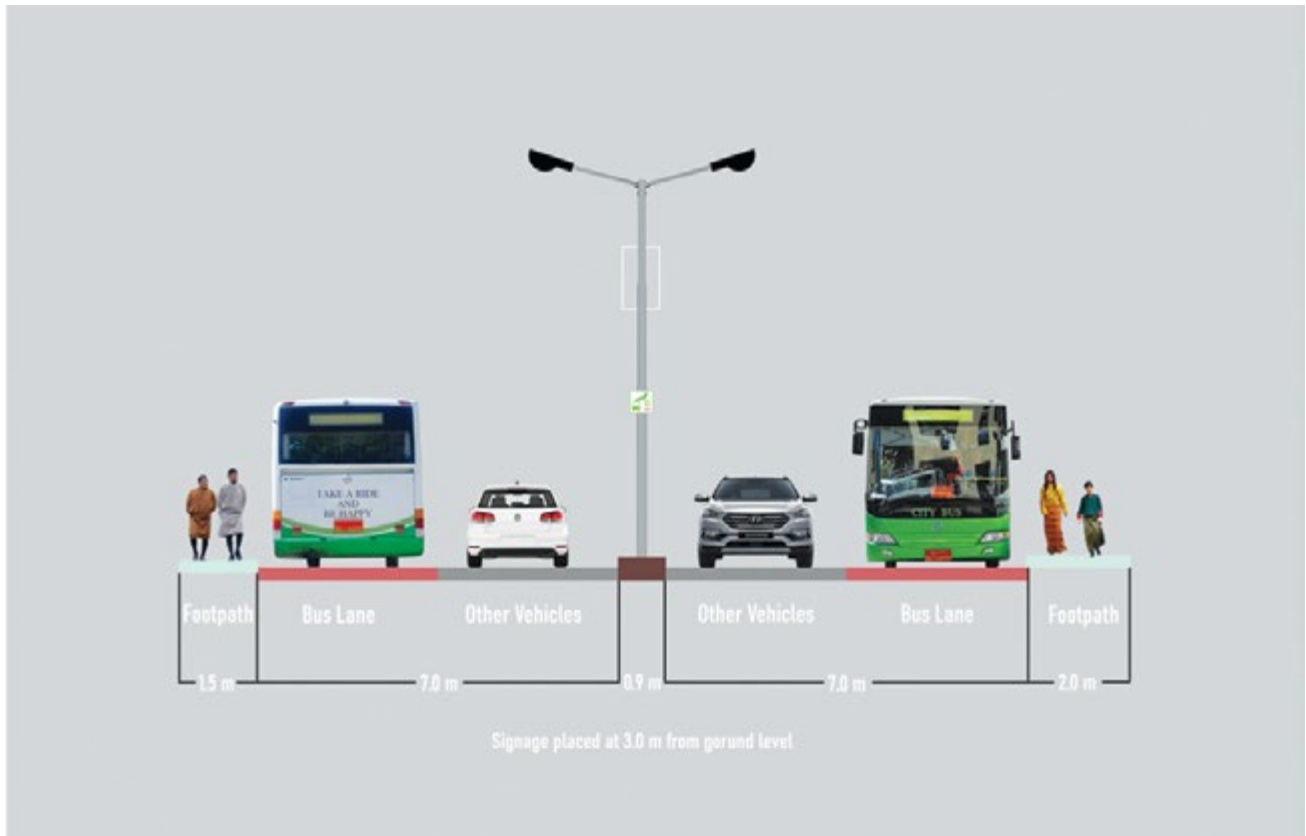
This section covers the plans and initiatives that the CBS would be taking up in the upcoming years.

## Priority Lane for Buses on four-way lanes

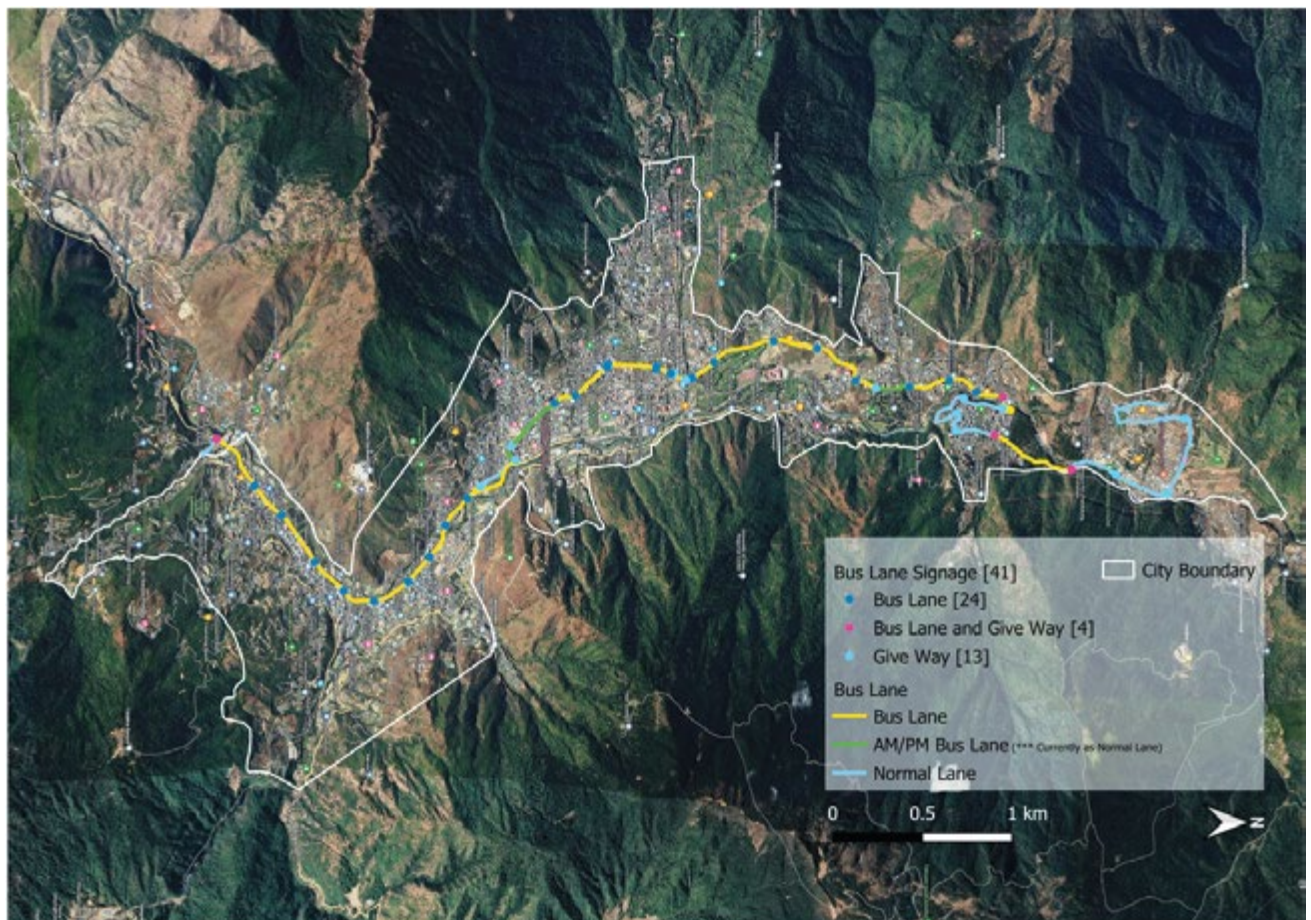
One of the main problems we see as of today is the increase in the number of vehicles and traffic jams. This has also affected our service since our buses get stranded in the jams. In order to address this issue, priority lane has been discussed within relevant stakeholders and studies have been carried out. In order to make it successful, the Priority Lane Pilot has been divided into three phases. Phase 1 shall start from Babesa till Flyover Bridge

at Changzamtok, Phase 2 shall be from Changzamtok till Telecom Junction and Phase 3 shall be from Telecom Junction till Dechenchholing. Initially, introduction of the Priority Lane shall be carried out on Phase 1. Based on the study from Phase 1, it will be replicated on the other 2 phases. On the Priority Lane, high occupancy vehicles will be allowed in order not to choke the other lane. The main objective was to make the public transport efficient and reliable which will encourage more ridership. This shall in turn cut down the traffic flow and also reduce GHG emissions. Bus Priority Lane will be launched on 18<sup>th</sup> January, 2024.













## Signing of the contract agreement for Fleet Management System

### Fleet management system

The fleet management system has been procured with aid from The World Bank through the Bhutan Green Transport Project. The system has been successfully installed at City Bus Service and a huge LED wall panel have been installed to enable tracking and monitoring of buses from office. This Fleet Management System will be interlinked with Gakyid Ride App. which shall enable live tracking of buses by our commuter on App. installed on their phones. This shall enable planning your trip accordingly and cutting down waiting time at bus stops.

1. Bus GPS Tracking (2D, google Map)
2. Video surveillance
3. Passenger counting
4. Dispatching (Fish bone)
5. Report management

#### Advantages:

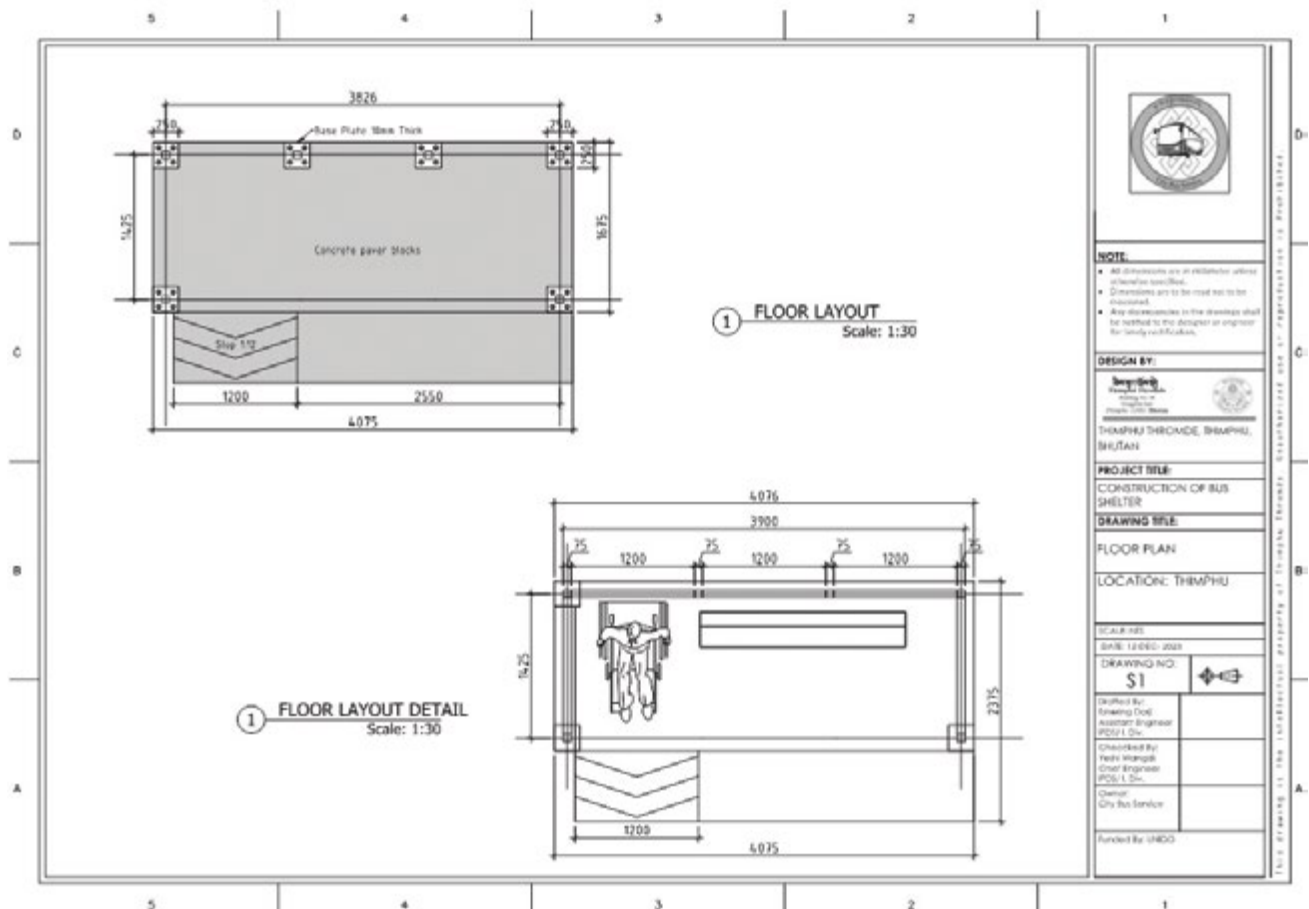
- Improve efficiency
- Increase Vehicle Lifespan
- Improve driver safety controlling expenses
- Reduce man Power
- Reduce cost
- Efficient work
- Security purpose
- Fuller utilization of resources
- Speed limit can be maintained
- Location can be traced
- Planned schedule
- Improve customer service
- Increase customer Satisfaction
- Improve profitability





## Bus Shelter: Modern

Thimphu Thromde has built over 20 bus shelters in Thimphu City. The City Bus Service with approval from Dasho Thrompon has built additional shelter in front of the City Bus Service office with modern amenities like advertisement board, CCTV and lighting during night time. As per the approval, financial aid has been sought from UNIDO and two more shelters are coming up.



# BHUTAN GREEN TRANSPORT PROJECT

Thimphu Thromde as an Implementing and lead Agency for BGTP has prepared a plan for the enhancement and promotion of city bus service in collaboration with the City Bus Service office. The project is funded by the Korean World Bank Group Partnership Facility (KWPF) administered by the Ministry of Finance, RGoB.

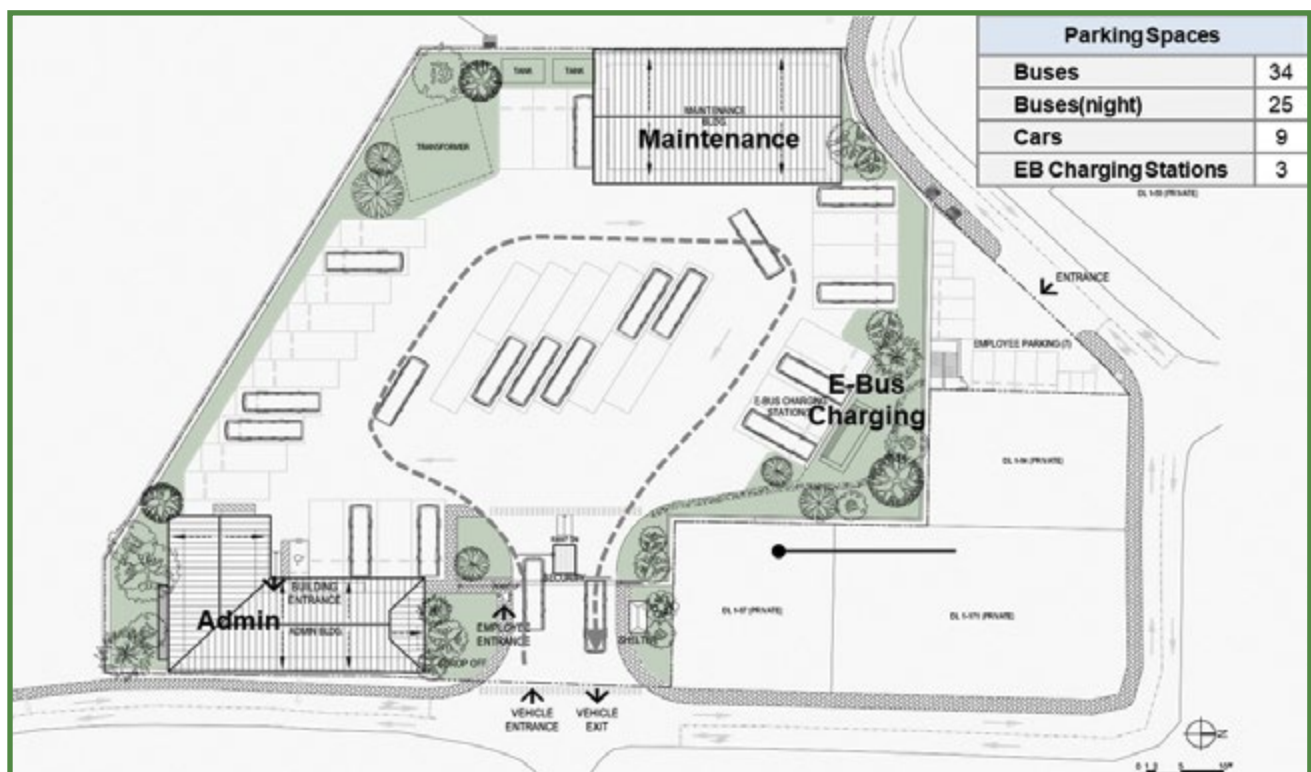
The overall project focuses on the development of bus priority service infrastructure, fleet, and systems. The project focuses on the development of the 16 km priority bus service corridor along Thimphu's north-south axis (Babesa to Dechencholing).

The interventions include the development of infrastructure along the City Bus Corridor,

vehicles, and Intelligent Transport Systems (ITS). The ITS is expected to include an automatic Fleet Management system and Passenger Information System.

Some of the key infrastructural developments identified in the project are the construction of two new North and South Bus Terminals, the redevelopment of the central depot, the widening of the trunk route from Babesa Zero to Dangrina, the construction of the city bus bay and shelter, etc.

The project aims to enhance and promote city bus service by making it reliable, safe, clean, and green by 2040



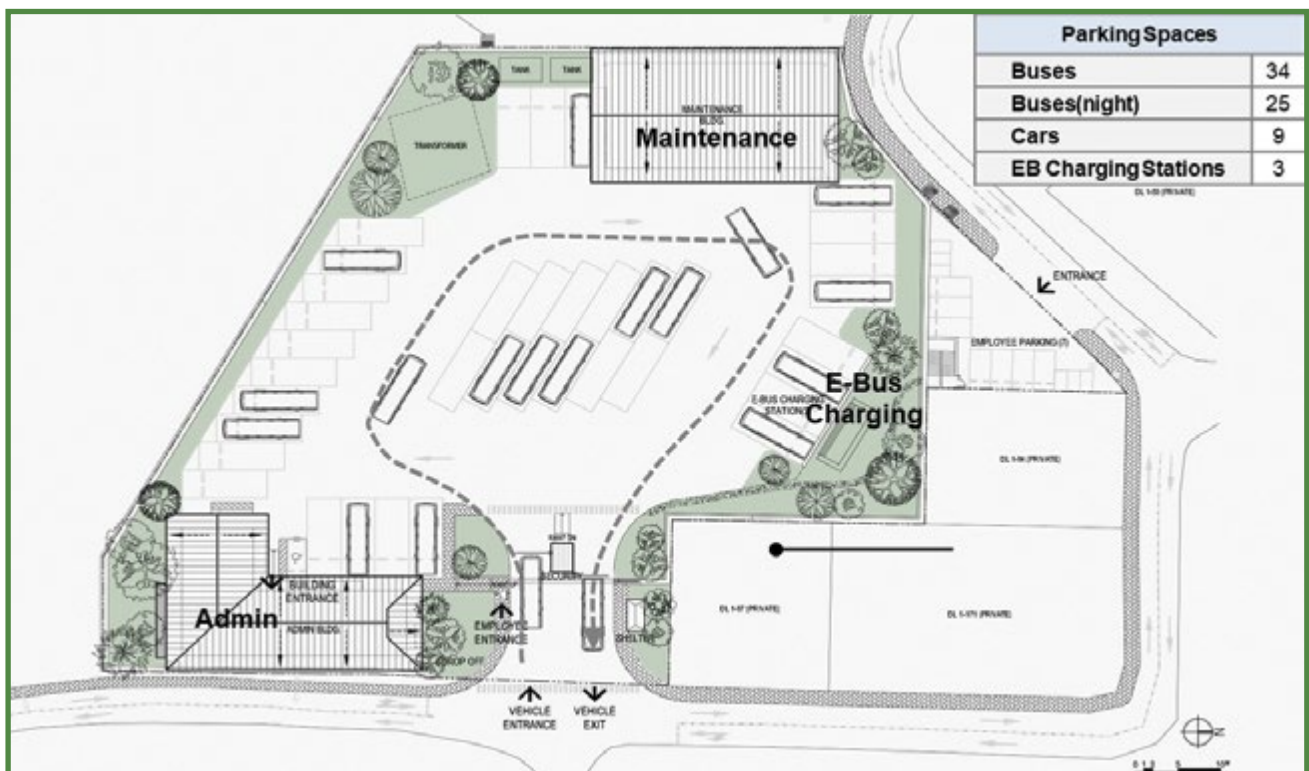
## The North Terminal at Dangrina







The Central Depot at Changzamtog



The South Terminal at Ngabiphu



# Operational Highlights

## **City Bus Service Bhutan witnessed several operational highlights:**

Increased the number of routes from 10 to 15, covering a wider network and reaching more communities.

Improved schedule adherence and reliability through effective route planning and driver training programs.

Implemented regular vehicle maintenance and inspection to ensure passenger safety and optimal performance.

Enhanced accessibility for persons with disabilities by retrofitting buses with ramps and designated seating areas.

Collaborated with other private bus operators to develop integrated transport solutions, facilitating seamless connectivity across different modes of transportation.

## **Passenger Statistics**

The year 2023 saw a steady growth in passenger numbers, indicating increased reliance on City Bus Service, Thimphu. Increased passenger satisfaction ratings based on feedbacks, demonstrating the effectiveness of service improvements.





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### **City Bus Service Bhutan maintained a stable financial position during 2023:**

Achieved cost efficiency through route optimization, fuel management, and streamlined operational processes.

#### **Service Expansion:**

To meet the growing demand and improve service coverage, City Bus Service Bhutan undertook the following service expansion initiatives:

- Conducted a comprehensive study to identify underserved areas and evaluate potential route extensions.
- Collaborated with relevant stakeholders to secure funding for fleet expansion and infrastructure development.

- Established partnerships with local businesses to introduce advertising on buses, generating additional revenue streams.

#### **Customer Satisfaction**

- City Bus Service Bhutan prioritizes customer satisfaction and continuously works towards improving the passenger experience:
- Implemented customer service training programs in house for staff to ensure courteous and efficient service delivery.
- Received positive feedback regarding cleanliness, safety, and punctuality, indicating high levels of customer satisfaction.





# Conclusion

In conclusion, the past year has been a testament to the resilience and commitment of our city Bus Service in navigating challenges and striving for excellence. Through dedication, innovation, and a focus on customer satisfaction, we've continued to provide reliable, efficient, and accessible transportation for our community.

The accomplishments and milestones achieved this year showcases our unwavering commitment to enhancing the travel experience for our passengers. Despite the hurdles presented by various circumstances, our team's dedication to safety, sustainability, and quality service delivery has remained steadfast.

Looking ahead, we are poised to build upon these successes, leveraging the lessons learned and the feedback received to further improve and adapt. As we continue to evolve, our priority remains centered on serving the needs of our city, fostering connectivity, and contributing to a more vibrant and accessible urban environment for all.

We extend our heartfelt gratitude to our passengers, stakeholders, and the dedicated team whose hard work and unwavering support have been instrumental in making our city Bus Service a cornerstone of our community's transportation network. Together, we move forward into the new year with optimism, determination, and a renewed commitment to excellence.



## NOTES





NOTES



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